

Message Text

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PAGE 01 LONDON 09360 01 OF 04 131859Z
ACTION MMO-02

INFO OCT-01 EUR-12 ISO-00 PER-01 ABF-01 SS-15 SP-02
SSO-00 NSCE-00 OMB-01 /035 W
-----042985 132043Z /66
O 131826Z JUN 78
FM AMEMBASSY LONDON
TO SECSTATE WASHDC IMMEDIATE 7102
USICA WASHDC IMMEDIATE

LIMITED OFFICIAL USE SECTION 01 OF 04 LONDON 09360

FOR USICA DIRECTOR REINHARDT FROM AMBASSADOR

E.O. 11652: N/A
TAGS: APER, AODE
SUBJ: MY RECOMMENDATIONS FOR REDUCTIONS IN USICA STAFF

REF: (A) 77 LONDON 15098 (B) 77 LONDON 18798
(C) USICA 10031 (D) USICA 10190

1. I TOO REGRET YOU WON'T BE ABLE TO JOIN US FOR THIS
WEEK'S CHIEFS OF MISSION CONFERENCE.

2. I APOLOGIZE IF I HAVE CREATED UNCERTAINTY REGARDING
MY RECOMMENDATIONS. I THOUGHT I HAD BEEN CLEAR IN MY
ORIGINAL MESSAGES LAST SEPTEMBER AND NOVEMBER ON THE
MINIMUM LEVEL OF FIVE AMERICAN USICA OFFICERS THAT I
THINK WOULD WELL SERVE US INTERESTS IN THIS COUNTRY.
I WELCOME, HOWEVER, THIS OPPORTUNITY TO RESTATE MY
THOUGHTS, AS WELL AS TO CLEAR UP MISUNDERSTANDINGS.

3. MY RECOMMENDATION OF A MORE LIMITED ROLE IN THE UK
FOR USICA IS BASED ON MY STRONG CONVICTION THAT OUR TWO
COUNTRIES ALREADY ENJOY EXTRAORDINARILY CLOSE RELATIONS
IN VIRTUALLY ALL SECTORS OF THE TWO SOCIETIES. MANY
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USICA FUNCTIONS AT PRESENT DUPLICATE THOSE BEING PER-
FORMED BY THE PRIVATE SECTOR; THE VOA FUNCTION COULD BE
BASED IN THE US; THE SCOPE OF LESS CRUCIAL ACTIVITIES
IN THE UK COULD BE REDUCED; AND OTHER FUNCTIONS SHOULD
BE ALTERED. LET ME DETAIL THESE CONSIDERATIONS AS I
SEE THEM.

4. CULTURAL AFFAIRS: BECAUSE OF EXTENSIVE EXISTING PRIVATELY-SPONSORED US-UK CULTURAL TIES, THE SCOPE OF USICA WORK IN THE UK IN CULTURAL AFFAIRS SHOULD BE REDUCED SUBSTANTIALLY. AS IN OTHER AREAS OF USICA PROGRAMMING IN THE UK, I BELIEVE WE SHOULD FOCUS OUR EFFORTS MORE CAREFULLY ON DEFINING IN ADVANCE PRECISELY WHAT WE WANT TO ACHIEVE AND STAFFING OUR EFFORTS ACCORDINGLY. IN THIS VEIN, I SEE NO NEED FOR US TO ORGANIZE AND UNDERWRITE, EXCEPT ON AN EXCEPTIONAL BASIS, ART SHOWS, THEATRICAL AND OTHER PRODUCTIONS AND SIMILAR ENDEAVORS. OTHERS, INCLUDING COMMERCIAL OPERATORS, ALREADY ASSURE A HIGH LEVEL OF SUCH EXCHANGES. FROM TIME TO TIME IT MAY BE USEFUL FOR US TO SPONSOR A CONFERENCE ON A CURRENT TOPIC, LIKE THE SUCCESSFUL EFFORT RECENTLY MADE ON YOUTH UNEMPLOYMENT. BUT WE SHOULD RECOGNIZE THAT THE UK IS THE SITE OF EXTENSIVE INTERNATIONAL CONFERENCE ACTIVITY, AND WE PROBABLY CAN ACCOMPLISH MORE IN THE END BY STIMULATING, AS WE HAVE, INSTITUTIONS LIKE DITCHLEY, CHATHAM HOUSE, WILTON PARK AND IISS TO INCLUDE TOPICS WHICH SEEM IMPORTANT TO US IN THEIR CONFERENCE SCHEDULES.

5. WITH REGARD TO EXCHANGES, I DO NOT BELIEVE WE SHOULD CURTAIL IN ANY WAY OUR ACTIVITY IN THIS SPHERE. FULBRIGHT AND OTHER PROGRAMS CONTINUE TO BE VERY IMPORTANT. BUT THERE IS NO NEED FOR US TO SHARPLY LIMITED OFFICIAL USE

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EXPAND, BEYOND THE POSSIBLE SCOPE NOW ENVISAGED, OUR OWN EFFORTS UNDER OFFICIAL AEGIS; RATHER, WE SHOULD STIMULATE MORE THAN NOW ENHANCED PRIVATE ROLES. ONE OFFICER AND EFFICIENT LOCAL HELP SHOULD BE ABLE TO MANAGE THE USG PROGRAMS, AND THE CULTURAL ATTACHE SHOULD DEVOTE MUCH MORE ATTENTION TO POTENTIAL PRIVATE AUSPICES.

6. THE LIBRARY HAS BECOME AN ISSUE OF CONSIDERABLE CONCERN TO ME, FOR I DO NOT NOW HAVE A CLEAR NOTION OF WHAT USICA ENVISAGES. I NOTED THAT WE CLOSED THE LIBRARY TO THE PUBLIC WITH ONLY A FLICKER OF PUBLIC REACTION, AND I GATHER THAT THERE IS NOW GENERAL AGREEMENT IN USICA THAT WE SHOULD MAINTAIN A REFERENCE SERVICE WITH AN "OUTREACH" CAPABILITY TO STIMULATE UK LIBRARIES TO MAINTAIN EFFECTIVE REFERENCE FACILITIES PERTAINING TO THE US. I WOULD LIKE CLARIFICATION OF THE PRECISE PREMISES UPON WHICH THE LIBRARY WOULD OPERATE IN THIS NEW DIRECTION, THOUGH THE GENERAL SCHEME SUGGESTED THUS FAR SEEMS REASONABLE. ALSO, THERE IS THE SPECIFIC MATTER OF THE LIBRARY STAFF'S HANDLING OF ABOUT 23,000 TELEPHONE QUERIES ANNUALLY (WHICH WORKS OUT TO

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ACTION MMO-02

INFO OCT-01 EUR-12 ISO-00 PER-01 ABF-01 SS-15 SP-02
SSO-00 NSCE-00 OMB-01 /035 W
-----060792 142218Z /70/66

O 131838Z JUN 78
FM AMEMBASSY LONDON
TO SECSTATE WASHDC IMMEDIATE 7103
USICA WASHDC IMMEDIATE

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C O R R E C T E D C O P Y (PARA 10 LAST SENTENCE ADDED)
LESS THAN TWO CALLS PER HOUR AT THE PRESENT LEVEL OF
EMPLOYEES), AS WELL AS MAIL QUERIES. TAKING ALL THESE
FACTORS INTO ACCOUNT, I CONTINUE TO FAVOR SHRINKING THE
LIBRARY STAFF TO CORRESPOND TO THE REDUCED SCOPE OF THE
NEW LIBRARY FUNCTION, BEARING IN MIND THAT (A) REFERENCE
SERVICES ON A LIMITED BASIS CALL FOR FEWER PERSONNEL
THAN AN OPEN LIBRARY, (B) WE WOULD RELOCATE THE LIBRARY
TO OFFICE SPACE COMPATIBLE WITH ITS REQUIREMENTS AND
FUNCTIONALLY MORE EFFICIENT FOR A REFERENCE ROLE, NOT
USING PUBLIC AREAS ON THE PRESENT SCALE, AND (C) WE
WOULD TRY TO SHIFT AS MUCH OF THE TRAFFIC IN PHONE AND
MAIL QUERIES AS POSSIBLE TO THE LOCAL STAFF WORKING IN
THE INFORMATION SECTION OF USICA, WHILE INVESTIGATING
OTHER POSSIBILITIES FOR FURTHER RATIONALIZING THE
HANDLING OF THIS TRAFFIC. ALSO, I WOULD NOTE THAT FEWER
LIBRARY STAFF WILL REQUIRE LESS MANAGEMENT ATTENTION
FROM US CULTURAL AFFAIRS OFFICERS.

7. FINALLY, ON THE CULTURAL SIDE, THERE IS THE QUESTION
OF THE POSSIBLE ROLE FOR A DISTINGUISHED CULTURAL ATTACHE
DRAWN FROM THE ACADEMIC OR ARTS WORLDS, A POSSIBILITY I
CONTINUE TO BELIEVE HAS MERIT, TO THE EXTENT HE CAN
STIMULATE UK INSTITUTIONS TO ENHANCE US-UK CULTURAL
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LINKS. THIS WOULD MEAN, IN EFFECT, ADDING A POSITION BEYOND THE TWO AMERICAN OFFICER POSITIONS I ENVISAGE IN THE CULTURAL SECTION. HOWEVER, I DO NOT BELIEVE THAT WE SHOULD TREAT A "SUPER ATTACHE" AS A REGULAR POSITION, BUT RATHER AS AN ADJUNCT THAT WE WOULD TAKE ABOARD IF AND WHEN WE COULD LOCATE THE RIGHT MAN OR WOMAN, AS A DISTINGUISHED VISITING FELLOW MIGHT BE HIRED EXCEPTIONALLY FOR A PERIOD OF TWO OR THREE YEARS. I WOULD HOPE THERE WAS ENOUGH FLEXIBILITY IN THE SYSTEM TO ALLOW THE POSITION TO REMAIN OPEN, IF NECESSARY, DURING PERIODS WHEN THE RIGHT KIND OF PERSON WAS NOT AVAILABLE TO FILL IT. HENCE, IT MIGHT NOT BE CHARGED REGULARLY TO THE MISSION COMPLEMENT.

8. INFORMATION AND PRESS: I ACCEPT THE DESIRABILITY OF MAINTAINING BOTH EFFECTIVE COVERAGE OF UK MEDIA CONCERNS AND THE IMPORTANCE OF THE PRESS SPOKESMAN'S ROLE. I SUBMIT, HOWEVER, THAT WE CAN DO THE JOB WITH ONE INFORMATION AND ONE PRESS OFFICER, PROVIDED THAT, IN THE TEMPORARY ABSENCE OF ONE OR BOTH, THE PUBLIC AFFAIRS COUNSELOR WERE PREPARED TO ACT AS A CONTACT POINT OR PRESS SPOKESMAN, TASKS CLOSELY RELATED TO HIS OWN GENERAL RESPONSIBILITIES, IN ANY CASE, AS MY PRINCIPAL PUBLIC AFFAIRS ADVISER.

9. VOA: I DO NOT BELIEVE IT IS NECESSARY TO STATION A VOA CORRESPONDENT IN THE UK. THE RANGE OF US MEDIA REPRESENTATION IN THE UK IS APPROACHED PROBABLY ONLY IN THE US ITSELF, AND THE REPORTING OF LOCAL AND RELATED WORLD EVENTS TO THE US IS EXTENSIVE.

10. EXECUTIVE DIRECTION: REDUCTIONS BASED ON THE FOREGOING PREMISES SUGGEST THE DESIRABILITY OF A CON-

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COMMITANT REDUCTION IN THE COUNSELOR'S OFFICE. I SEE NO NEED FOR A DEPUTY, AND WOULD PREFER NOT TO HAVE AN EXECUTIVE ASSISTANT SLOT CREATED. A CLOSELY-KNIT TEAM OF FIVE HARD-WORKING PEOPLE DOES NOT NEED A UTILITY INFIELDER, IN MY VIEW. HOWEVER, I AM PREPARED TO CONCEDE A MIDDLE-LEVEL POSITION FOR THIS PURPOSE, IF BURNETT AND MY COLLEAGUES IN WASHINGTON INSIST THAT IT WILL GIVE US AN APPRECIABLY BETTER USICA PROGRAM IN THE UK.

11. ONE REASON I WOULD TAKE THE RISK IMPLICIT IN SUCH IRREVERSIBLE REDUCTIONS IS THAT I THINK THAT THE USICA GROUP SHOULD BE AND CAN BE MORE CLOSELY INTEGRATED WITH THE SUBSTANTIVE DIVISIONS OF THE MISSION. THE LATTER

SHOULD BE LOOKED UPON NOT ONLY AS USICA CLIENTS BUT AS USICA RESOURCES. FOR A VARIETY OF REASONS THIS HAS NOT HAPPENED. WITH A LEANER USICA TEAM AND PROPER ENCOURAGEMENT FROM THE MINISTER AND MYSELF, I AM SURE THAT OTHER OFFICERS CAN ADD TO THE OUTREACH UNDER PAO LEADERSHIP.

12. RESOURCE ALLOCATION: MY COLLEAGUES IN EUROPE URGENTLY HAVE SAID THEY NEED MORE USICA POSITIONS IN THEIR MISSIONS TO MEET TODAY'S NEEDS. I SUPPORT THEIR VIEW, AND DO NOT BELIEVE WE SHOULD REDUCE THE REGIONAL USICA POSITION BASED IN LONDON. AT THE SAME TIME, WE SIMPLY DO NOT FACE THESE PRESSURES IN THE UK. THOUGH LONDON IS A MAJOR CAPITAL AND A WORLD COMMUNICATION CENTER, THAT DOES NOT REQUIRE US TO MAINTAIN A STAFF BEYOND THE ACTUAL WORKLOAD, AND I HAVE THE IMPRESSION THAT OUR USICA STAFF IS NOT STRAINING UNDER THE PRESENT

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ACTION MMO-02

INFO OCT-01 EUR-12 ISO-00 PER-01 ABF-01 SS-15 SP-02
SSO-00 NSCE-00 OMB-01 /035 W
-----043475 132045Z /66

O 131838Z JUN 78
FM AMEMBASSY LONDON
TO SECSTATE WASHDC IMMEDIATE 7104
USICA WASHDC IMMEDIATE

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PRESSURES. IF WE PURSUE THE FRESH DIRECTIONS I BELIEVE WE SHOULD, THE STAFF CAN BE CUT AND BETTER MEET THE CHALLENGE.

13. THE FOLLOWING LISTING REFLECTS THE USICA STAFFING IN RESPONSE TO THE FOREGOING PREMISES:

USICA STAFFING - LONDON
POSITIONS STAFFING
TITLE/INCUMBENT PRESENTLY TO BE RECOMMENDED

AUTHORIZED REDUCED STAFFING

OFC OF COUNSELOR

PAO (ANDERSON)	1	1 (U.S.)
SECY (POLLAK)	1	1 (U.S.)
DPAO (PERLMAN)	1	1 (U.S.) 0
FSL DRIVER (RAMSEY)	1	1
FSL ASST (TO DPAO)	1	1
(BALL)		
FSL ADM SPEC (FRASER)	1	1
FSL SECY (VACANT)	1	1
FSL DIST SUPVR (TEMPLE)	1	1
FSL PRESS/MAIL CLKS	2	2

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(TWO)

FSL ARS-SR. PROG.	1	1
SPEC. (LANG)		
FSL PROG. SPEC. (NELSON)	1	1
FSL SECY (VESTY)	1	1

PRESS ATTACHE

HAMILTON	1	1 (U.S.)
FSL SECY (MULCAIRE)	1	1

INFORMATION SECTION

INFO OFCR (ASCHER)	1	1 (U.S.)
ASST INFO (SMITH)	1	A)1 (U.S.) 0
FSL ASST (DEVRIES)	1	1
FSL CHIEF EDITOR (DUNN)	1	1
FSL SECY (GRUBB)	1	1 0
FSL NEWS EDITOR	1	1
(ASHWIN)		
FSL ASST EDITOR (STABB)	1	1
FSL RADIO & TAPE SPEC.	1	1 0
(JARMAN)		
FSL REPR SUPVR (BROOKS)	1	1
FSL PRINT TECH. (RAINE)	1	1
FSL MULTILITH TECH	1	1
(GIBSON)		

FSL PHOTOGRAPHER	1	1 0
(HAMMOND)		

CULTURAL SECTION

CAO (SABLOSKY)	1	1 (U.S.)
FSL ASST/SECY (TAYLOR)	1	1
EXCH & LIBRARY (MCDOWELL)	1	1 (U.S.)

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PROGRAM OFF. (CROGHAN) 1 1 (U.S.) 0
FSL SECY (TALBOT) 1 1
PROGRAM OFF. (WILSON) 1 1 (U.S.) 0
FSL DEV. ASST. (MAY) 1 1
FSL SR. DEV. ASST. 2 2 0
(SHERRARD & WALKER)
FSL EX. ASST (SYMINGTON) 1 1
FSL CHIEF LIBRARIAN 1 1 0
(BLOOMFIELD)
FSL DEP CHIEF LIB. 1 1 0
(ROBERTS)
FSL REF LIBRARIAN 3 3 0
(THREE)

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ACTION MMO-02

INFO OCT-01 EUR-12 ISO-00 PER-01 ABF-01 SS-15 SP-02

SSO-00 NSCE-00 OMB-01 /035 W

-----043051 132046Z /66

O 131838Z JUN 78

FM AMEMBASSY LONDON

TO SECSTATE WASHDC IMMEDIATE 7105

USICA WASHDC IMMEDIATE

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FSL GRAPHICS DESIGNER 1 1
(CARSON)
(10 AMERICANS AND 43 14 29
33 FSLs)

VOICE OF AMERICA

SR. CORRESPONDENT 1 1 0
(WADE)

FSL SR ASST (KOTECHA) 1 1 0

REGIONAL RESOURCES UNIT

O'CONNOR 1 1 (U.S.)

FSL SR ASST (KEATS) 1 1

FSL PROG ASST (POTTER) 1 1

FSL ADM SECY (LISSENBURG) 1 1

REGIONAL SECY (ORLOWSKI) 1 1 (U.S.)

TOTALS USICA LONDON 50 16 34

A) THIS POSITION WAS PREVIOUSLY SCHEDULED TO BE
ABOLISHED AND THEREFORE WAS EXCLUDED FROM MY RECOM-
MENDATIONS.

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14. THE REMAINING ISSUES RAISED IN STATE 10190 WERE
(A) WHETHER REDUCTIONS WERE TO BE ACHIEVED IN AN
ORDERLY MANNER AND (B) SPACE FOR THE REMAINING OFFICERS.

15. I HAVE ALREADY SAID EMPHATICALLY THAT I DO NOT WANT
TO SEE WHOLESALE FIRINGS OR PEREMPTORY TRANSFERS. I DO
WANT THIS REDUCTION PROGRAM TO BE ACCOMPLISHED IN AS
SHORT A TIME AS POSSIBLE. NO FSL'S WOULD BE FIRED, BUT
AS VACANCIES OCCURRED ELSEWHERE IN THE MISSION WE WOULD
MOVE THEM. I HOPE THE AMERICANS WOULD COMPLETE THEIR
TOURS OR, IF ATTRACTIVE ASSIGNMENTS OCCUR ELSEWHERE,
THEY WOULD BE OFFERED THE OPPORTUNITY TO ACCEPT THE NEW
JOBS.

16. OFFICE SPACE FOR THE PUBLIC AFFAIRS OPERATION IS
NOT TODAY IN ONE CONTIGUOUS AREA. I DO NOT FORESEE ANY
RADICAL CHANGES; BUT THE REDUCTION SHOULD PERMIT A
BETTER UTILIZATION AND CENTRALIZATION OF CERTAIN USICA
FUNCTIONS.

17. FINALLY, I WOULD ASK THAT A NEW COMPREHENSIVE
COUNTRY PUBLIC AFFAIRS PLAN WITH REALISTIC PRIORITIES
BE DEVELOPED AND AGREED SO THAT THE REMAINING STAFF OF
29 COULD CARRY FORWARD AN EFFECTIVE AND RESPONSIVE
PROGRAM AS AN INTEGRAL PART OF THIS MISSION'S OBJECTIVES.

BREWSTER

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Message Attributes

Automatic Decaptioning: X
Capture Date: 01 jan 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 13 jun 1978
Decaption Date: 01 jan 1960
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 20 Mar 2014
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978LONDON09360
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D780247-0393
Format: TEL
From: LONDON
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t19780666/aaaacemc.tel
Line Count: 432
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 1d5c498a-c288-dd11-92da-001cc4696bcc
Office: ACTION MMO
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 8
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: n/a
Reference: 77 LONDON 15098, 77 LONDON 18798
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 28 jun 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2375546
Secure: OPEN
Status: NATIVE
Subject: MY RECOMMENDATIONS FOR REDUCTIONS IN USICA STAFF
TAGS: APER, AODE
To: STATE ICA
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/1d5c498a-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014